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**TRAINING REGULATIONS**  
No. 10-5

WAR DEPARTMENT,  
WASHINGTON, August 15, 1928.

**MILITARY TRAINING**

**BASIC**

Prepared under direction of the  
Chief of Staff

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**SECTION I**

**GENERAL**

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1. **Scope.**—These regulations prescribe the fundamental doctrines, principles, and methods which govern all military training under the control or supervision of the War Department. Detailed instructions governing military training are contained in other training publications. The fundamental doctrines, principles, and methods of war are given in Field Service Regulations.

2. **Purpose of military training.**—The ultimate purpose of all military training is effectiveness in war, with a view to insuring the domestic peace and the international security of our people.

3. **Qualities to be developed by military training.**—Military training is intended to develop in the individual or the unit the following qualities:

Military discipline.

Health, strength, and endurance.

Morale.

Initiative and adaptability.

Leadership.

Teamwork.

Technical proficiency.

Tactical proficiency.

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*a. Military discipline* is that mental attitude and state of training which render obedience and proper conduct instinctive under all conditions. It is founded upon respect for, and loyalty to, properly constituted authority. While it is developed primarily by military drill, every feature of military life has its effect on military discipline. It is generally indicated in an individual or unit by smartness of appearance and action; by cleanliness and neatness of dress, equipment, or quarters; by respect for seniors; and by the prompt and cheerful execution by subordinates of both the letter and the spirit of the legal orders of their lawful superiors.

*b. Health, strength, and endurance* are essential if the individual is to withstand the rigors and hardship of campaign and the ultimate test of personal combat. They are developed and maintained by observing the principles of hygiene, by physical drills and athletics, and by progressively increased practice in tasks which require physical endurance.

*c. Morale* is the state of mind of individuals or units. It is the measure of their contentment and well-being in peace. In war it is the measure of the will to do cheerfully and the courage to carry out unfalteringly whatever tasks may be assigned them. It is influenced by many factors, such as training, living conditions, treatment, success or failure, confidence, and pride.

*d. Initiative and adaptability*, or the energy and ability to initiate action promptly to meet any situation making the best use of the means at hand, are essential in every individual in a military force. These qualities are developed by practice in positions of responsibility, and by training in which the individual is thrown on his own resources.

*e. Leadership* involves possession by the individual of professional qualifications and those personal characteristics which inspire confidence and loyalty in subordinates. Some of the personal characteristics necessary are physical and moral courage, mental and physical energy, decisiveness, common sense, knowledge of human nature, sound judgment, and a sense of justice and fair dealing. The development of leadership is of primary importance in training officers and noncommissioned officers.

*f. Teamwork* is the concerted action of the members of a team in the accomplishment of a common purpose. It involves the subordination of the individual to the common interest. It is obtained by the careful training of the individual or unit in the part each has to play as an element in the combat team, and by the utilization and training of all elements in coordinated action toward a single end. Military discipline and morale are essential elements in the development of teamwork.

*g. Technical proficiency* in the care and use of weapons, equipment, and transport is required by the individual and the unit as a preliminary to tactical employment. It is acquired by instruction and practice.

*h. Tactical proficiency* is the ultimate goal of military training. It involves possession by the individual or the unit of practically all the other qualities discussed above. It is perfected by training.



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SECTION II

TRAINING DOCTRINES

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4. **One Army.**—The training of the Regular Army, the National Guard, and the Organized Reserves will be so directed as to develop a single homogeneous force with the same standards of efficiency.

5. **The offensive spirit.**—Training will be so conducted as to enable the Army to wage offensive warfare. Although training must include thorough instruction in defensive combat, such measures are only a means to the definite end, offensive warfare, and every individual in the military service must be imbued with the spirit of the offensive.

6. **The combat team.**—Training in each branch will include such instruction as to the characteristics and functions of the other branches as is required to enable it to function efficiently as a part of the combat team composed of all arms and branches. Advantage will be taken of every practicable opportunity to obtain training in the combined operation of two or more arms or branches.

7. **The basic arm.**—The Infantry is the basic arm. Although certain functions charged to other arms and branches seem to have only an indirect influence on the operations of the Infantry, all must be imbued with the primary importance of the success of the Infantry.

8. **Branch training doctrines.**—a. The training of each branch will stress its essential characteristics as well as its technical and tactical proficiency in the use of its weapons and equipment with a view to carrying out most effectively its mission as a member of the combat team.

b. The specific mission, essential characteristics, and principal weapons or equipment of each of the combatant arms are as follows:

(1) **Infantry.**

(a) The mission of the Infantry is to gain, with the support of the other arms, the tactical successes required for carrying out the Army mission.

(b) Its essential characteristics are its ability to maneuver and fight over all kinds of ground, enabling it to close with the enemy and to hold ground gained.

(c) Its principal weapons are the shoulder rifle with bayonet, the tank, and the machine gun.

(2) **Cavalry.**

(a) The mission of the Cavalry is to provide a mobile combat element which in tactical or strategical cooperation with other arms conducts such operations as require its essential characteristics.

(b) Its essential characteristics are mobility, and its ability to fight either mounted or on foot.

(c) Its principal weapons are the rifle, automatic small arms, the pistol, and the saber.



**(3) Field Artillery.**

(a) The mission of the Field Artillery is to assist the other arms, especially the Infantry and Cavalry, in combat by means of fire power.

(b) Its essential characteristics are mobility and fire power.

(c) Its principal weapon is the cannon.

**(4) Coast Artillery.**

(a) The missions of the Coast Artillery are the attack of enemy naval vessels by means of artillery fire and submarine mines, and the attack of enemy aircraft by means of fire from the ground.

(b) Its essential characteristic is fire power, primarily against naval or air targets.

(c) Its principal weapons are the cannon, the antiaircraft machine gun, and the controlled submarine mine.

**(5) Air Corps.**

(a) The mission of the Air Corps is to provide a highly mobile combat element which, in tactical or strategical cooperation with other arms, conducts such air operations as are required for carrying out the Army mission.

(b) Its essential characteristics are mobility, fire power, and ability to observe and attack surface or air objectives at distant points within enemy territory or off the coast.

(c) Its principal weapons are aerial bombs and machine guns.

**(6) Corps of Engineers.**

(a) The mission of the Corps of Engineers is to increase the combat efficiency of the other arms by means of engineering works.

(b) Its essential characteristics are its ability to facilitate the movement and to improve the shelter and living conditions of troops of all branches, while at the same time providing a small reserve of combat troops available for use in an emergency.

(c) Its tools and transport are its primary equipment. Its principal weapon is the rifle.

**(7) Signal Corps.**

(a) The mission of the Signal Corps is to increase the combat efficiency of the other arms by providing signal communication.

(b) Its essential characteristic is its capacity to provide effective signal communication and thereby insure coordination and more effective leadership in the units which it serves.

(c) Its communication instruments and its transport are its primary equipment. Its only weapon is the pistol.

d. The missions of the various technical, administrative, and supply branches are to carry out their assigned duties in such a manner as to increase the combat efficiency of the Army as a whole. The measure of the efficiency of each branch is its capacity to function effectively in war in serving the combatant arms.

9. Scope of training.—a. The branch and type of unit determine the special training required by each.

b. Troops of all branches will be proficient in the following:

(1) The basic disciplinary training of a soldier.

(2) Physical training, personal hygiene, and first aid.

(3) Their own interior economy and administration.



- (4) Their own shelter, supply, and movement.
- (5) Their own security.
- (6) Signal communication.
- (7) Protective measures against chemical agents.
- (8) The expert care and use of their weapons, equipment, and transport.
- (9) The tactics and technique of their arm or branch.
- (10) Their cooperative duties as part of the combat team.

c. Troops of the combatant branches, in addition to their training for war, will be trained in the tactics of the suppression of domestic disturbances, the guiding method to be employed being a demonstration of force, followed if necessary by its application in a speedy and decisive manner.

### SECTION III

#### TRAINING PRINCIPLES

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10. General.—All training will be planned and conducted in accordance with the following fundamental principles:

The principle of decentralization.

The principle of progressive training.

The principle of training objectives.

The principle of the applicatory system.

11. Decentralization.—The conduct of training should be decentralized. Responsibility for and control of training are functions of command. It is the duty of each commander to furnish his subordinate commanders with a statement of the objectives or standards to be attained and the time available for the purpose. The methods and details of execution will be, as far as possible, left to subordinates, corrective measures being applied only when necessary.

12. Progressive training.—a. All training should progress from the elementary to the more advanced. In accordance with this principle the training of a new unit is initiated by training the individual and thereafter training successively each subdivision of the unit from the smallest to the largest until the training of the unit as a whole is accomplished.

b. The same principle will apply in the training of existing units, but in this case it does not preclude the concurrent training of higher and lower units. Refresher training must be carried out to the extent necessary to maintain standards once they are attained.

13. Training objectives.—For each step or phase of training a definite objective or standard of proficiency is prescribed. (See par. 24.) These intermediate objectives as well as the ultimate training objective should be understood by all, and every act required in training should have a clearly apparent connection with the attainment of a definite objective.

14. The applicatory system.—The applicatory system of training should be employed whenever possible. This system consists in causing the individual or unit under instruction to apply the principles or methods being taught, to an assumed or outlined situation simulating actual war conditions.



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TRAINING METHODS

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15. General.—Effective instruction in any subject whether in the classroom or on the training ground requires six steps or phases, which should be understood and applied to all training. They are as follows:

- a. Preparation on the part of the instructor;
- b. Explanation;
- c. Demonstration, or illustration;
- d. Application, or practice, to acquire skill in execution;
- e. Examination, or test, to determine progress or proficiency; and
- f. Discussion, to point out correct and incorrect methods of execution.

16. Means available.—Military training includes military education and unit training.

a. *Military education*, or the training of the individual without regard to his membership in any particular unit, is carried out by means of the Army school system (see AR 350-5), and the Army Correspondence Courses (see AR 350-3000).

b. *Unit training*, or the training of military organizations, including the training of individuals as members of such organizations, is carried out by means at the disposal of the unit commander. These include—

Drill.

Practice.

Applicatory exercises.

Troop schools.

Athletics.

(1) *Drill*.—Drill is practice in standardized procedure. It has for its object the attainment of skill in the performance of such duties, methods, or movements as are of frequent use, the physical development of the individual, the inculcation and maintenance of discipline and soldierly bearing, and the assurance of skillful and instinctive performance of duty under great stress.

(2) *Practice*.—Actual practice in the use of weapons, equipment, and means of transport is the best means of attaining proficiency in such use and will be included in training programs to the greatest practicable extent.

(3) *Applicatory exercises*.—Applicatory exercises are employed in order to obtain practice in the application of principles and methods to war conditions. They are of great value in the training of individuals or units, in tactical or strategical principles and methods, staff operations, or logistics. The various forms of applicatory exercises are defined below.

(a) *Map problems* are exercises in which a military situation is stated and solved in writing with the map the only guide as to terrain.

(b) *Map maneuvers* are exercises in which a military operation, with opposing sides, is conducted on a map, the troops and military establishments being represented by markers which are moved to represent the maneuvering of the troops on the ground. Map maneuvers may be either one-sided or two-sided. In the former



case the players are assigned to one side only and the enemy movements are controlled by the director. A sand table in which the terrain is represented to scale may be substituted for the map when desired.

(c) *Tactical rides or walks* are exercises in which a series of military situations are stated and solved on the ground, the troops being imaginary. The solutions are generally oral, but may be written.

(d) *Terrain exercises* are exercises in which a military situation is stated and solved on the ground, the troops being imaginary and the solution being in writing.

(e) *Staff rides or walks* are exercises in which practical staff operations under certain prescribed tactical, strategical, or logistical military situations are stated and solved on the ground, the troops being imaginary, and the solution generally being expressed in the form required under actual conditions of war.

(f) *Historical rides* are exercises in which past military operations, such as a battle or a campaign, are studied on the ground on which the operations took place.

(g) *Field exercises* are exercises conducted in the field under simulated war conditions in which troops and armament of one side are actually present in whole or in part, while those of the other side are imaginary or outlined. They are of general application in the training of all troops. When the troops present consist only of command, staff, and communication personnel, they are termed "Command post exercises."

(h) *Field maneuvers* are exercises in which a military operation is conducted on the ground, the troops and armament of both sides being actually present, either wholly or in part, and all the conditions of actual war being simulated.

(i) *Joint Army and Navy exercises* are field maneuvers in which both Army and Navy forces take part. They are divided into two classes:

1. Grand joint exercises in which the United States Fleet as a whole, or one or more of its major subdivisions, takes part.
2. Minor joint exercises which include all joint exercises other than grand joint exercises.

(4) *Troop schools.*

(a) Troop schools are important agencies of the unit commander for the training of his own personnel to meet the requirements of the training program. They may take any form which produces effective results, varying from informal conferences or lectures, demonstrations, and sand table or squad-room instruction, to a formal organized school with detailed instructors, a definite course, and classroom periods.

(b) The objects of these schools are—

1. To prepare the personnel of the command to carry out the current training program.
2. To coordinate and insure uniformity in the training of the command.
3. To provide basic instruction for newly appointed officers. (See AR 350-2600.)



(5) *Athletics*.—All forms of athletics are important means for developing the individual mentally and physically, and certain forms are valuable in teaching leadership and teamwork. Voluntary athletics should be encouraged, and quickening exercises, group games, and mass athletics included in the training program so as to provide a certain amount of athletics for every man in the command.

17. *Economy of time and variety*.—All training should be so planned and conducted that the objective is reached in the minimum time, and so varied as to stimulate interest and thus insure effective results.

18. *Recreation*.—Commanding officers are responsible for the contentment and well-being of their commands. The demands of training and administrative duties should be so regulated as to provide a reasonable amount of time for rest and recreation, and opportunity should be provided for the wise application of this leisure time.

19. *Moral training*.—Commanding officers will give their support and assistance to chaplains and other proper agencies in matters concerning the moral training, character building, or religious guidance of the soldier.

## SECTION V

## TRAINING MANAGEMENT

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20. *Definition*.—Training management is the planning and direction of training so as to make the most effective use of the means and time available to accomplish the training mission. It is a function of command, and therefore the responsibility of every unit commander.

21. *Control of training*.—The *Chief of Staff*, under the direction of the Secretary of War, is charged with responsibility for the training of the Army of the United States, and civilians at military training camps. He is also charged with the supervision of the training of the National Guard when not in Federal service, and of the military training of civilians at certain civilian educational institutions. He exercises his duties of control or supervision of training through—

The corps area and department commanders.

The chiefs of branches.

The Chief of the Militia Bureau.

The commandants of general service schools.

The Superintendent of the United States Military Academy.

a. The corps area and department commanders, under the direction of the War Department, are charged with training responsibilities similar to those of the Chief of Staff over all activities, except those specially exempted, in the territory under their command. This includes responsibility for the training of the National Guard in Federal service, the Organized Reserves (including the Officers' Reserve Corps and the Enlisted Reserve Corps) and civilians at



Citizens' Military Training Camps; supervision and direction of the training of the National Guard when not in Federal service, and of the Reserve Officers' Training Corps.

b. The *chiefs of branches* furnish information and advice to the Chief of Staff in regard to the training of their respective branches, and, under his supervision, formulate and develop the tactical doctrine and prepare the necessary publications relating to the training of their respective branches. They also exercise direct supervision and control over the special service schools and other special activities with which they are charged by regulations.

c. The *Chief of the Militia Bureau* is charged with promulgating the necessary orders and instructions for training the National Guard not in Federal service in accordance with instructions and policies received from the Chief of Staff.

d. The *commandants of general service schools* (except the Army Industrial College which is under the Assistant Secretary of War) and the *Superintendent of the United States Military Academy* are responsible directly to the Chief of Staff for the efficient conduct of their respective schools.

22. Training functions of various commanders.—a. The training functions of the *Chief of Staff* include—

(1) The allocation of personnel, matériel, and funds to subordinate commanders for the various training activities with which they are charged.

(2) The preparation and publication of texts giving doctrines, principles, and methods for the conduct of all military training.

(3) The preparation and promulgation of such orders or instructions as are necessary to coordinate and direct training from time to time.

(4) The supervision of training by means of inspections by himself or his representatives.

(5) The authorization and direction for the War Department of grand joint exercises and of such field maneuvers as involve the participation of units for more than one subordinate command.

b. The training functions of the *corps area or department commander* include—

(1) The designation of locations, dates, and commanders of training camps, together with the units to train at each camp, of all components and training activities for which he is responsible (except camps for National Guard units not in the Federal service, for which he makes recommendation as prescribed by NGR 45).

(2) The allocation of personnel, matériel, and funds to subordinate commanders for the various training activities with which they are charged.

(3) The establishment and conduct of correspondence schools (see AR 350-3000) and the supervision of troop and post schools.

(4) The preparation and promulgation of such orders or instructions as are necessary to coordinate and direct the training of all components and activities under his command or supervision.

(5) The supervision of training by means of tactical or training inspections by himself or his representatives. This includes all training of the National Guard, whether or not it is in Federal service, as well as the training of the Organized Reserves, Reserve Officers' Training Corps, and Citizens' Military Training Camps.



(6) The designation of locations, dates, and units to participate in, and the supervision or conduct of combined training involving the participation of units from more than one subordinate command.

(7) The authorization and direction for the Army of minor joint exercises.

c. The training functions of the *post or camp commander* include—

(1) The allocation of training facilities, such as buildings, areas, and ranges, with dates allotting periods for their use, to the various units under his command.

(2) The establishment and conduct of post schools (see AR 350-2505) and certain troop schools (see AR 350-2600).

(3) The preparation and promulgation of such orders or instructions as are necessary to coordinate and direct the training of all units under his command.

(4) The supervision of training by means of tactical or training inspections by himself or his representatives.

(5) The designation of periods for and the conduct or supervision of the combined training of the various units under his command.

d. The training functions of the *tactical unit commander*, including the division, brigade, regimental, battalion, and company commander, when acting as post or camp commander, are as given in c above. In all cases they include—

(1) The designation of periods for and the conduct of the combined training of the unit as a whole.

(2) The supervision of training in subordinate units by means of daily supervision or tactical or training inspections.

(3) The establishment and conduct of such troop schools as are required for the unit as a whole and the supervision of troop schools in subordinate units.

(4) The preparation and promulgation of such orders or instructions as are necessary for the training of his unit.

(5) For that part of his unit which is stationed at another post or camp—

(a) The preparation of such training programs as are necessary for its training, including the designation of periods for its participation, if practicable, in the combined training of the unit as a whole.

(b) The supervision of its training by means of tactical or training inspections, in so far as practicable.

23. Training plans.—a. It is the duty of every commander to make the necessary plans for the training of his command.

b. Such plans are based on an estimate of the training situation, taking into consideration instructions from higher authority; training objectives; climate; terrain; personnel, facilities, and time available; and other conditions affecting training.

c. These plans are either training programs or training schedules.

(1) A *training program*, giving the general plan for training the entire command over a considerable period of time, is prepared and issued by all territorial, post, camp, and unit commanders down to and including the commanders of companies or similar units. The scope and contents of this program will depend upon the size and character of the command for which it is issued. In general it amplifies the training instructions received from higher authority and coordinates and directs the training of subordinate units. It includes such of the following as are appropriate:



## BASIC TRAINING

- (a) In territorial, post, and camp programs the training objective of each separate unit, component, or activity comprised in the command.
- (b) In unit programs, the training objective as announced by higher authority for the unit as a whole and as prescribed by the unit commander for each of the next subordinate units.
- (c) A division of the training into phases or periods, if necessary, with an allotment of time and a training objective or subject for each phase. This will include any period required for combined training or training of the unit as a whole under the personal direction of the issuing commander.
- (d) Assignment of periods, when necessary, for the use of general training facilities by the various subordinate units or activities.
- (e) Citation of orders, regulations, or policies to be followed in the conduct of training.
- (f) General instructions as to any special features of training which are to be emphasized.
- (g) Instructions, if any, as to administrative duties in their relation to training.
- (h) Instructions as to the establishment, attendance, and conduct of troop or post schools.
- (i) Instructions as to training standards, the conduct of proficiency tests, or records of progress to be maintained.
- (j) Instructions in regard to tactical or training inspections, with dates of tactical inspections to be made by the issuing commander or higher commanders.
- (k) Instructions as to the submission of programs or schedules by subordinate commanders.
- (l) The date the program becomes effective.

(2) A *training schedule*, giving detailed instructions for the conduct of training over a short period of time, is issued by the commander of a company or similar unit for all training within the unit and by a higher commander only for such training as is to be conducted under his personal direction. It contains specific instructions, including text references when desirable, for each day's training, as to what is to be done, who is to do it, when and where it is to be done, and the equipment required. If complete, no additional information is required for training during the period covered by the schedule.

24. **Training standards.**—Standards of proficiency for individuals in the various grades and categories, and for organizations of the various types and branches are established by the War Department. These standards give the subjects in which proficiency is required and may prescribe the approximate time allowance for gaining proficiency, and the character of tests to be conducted to determine qualification. In the absence of such War Department standards, they will be fixed by subordinate commanders. The establishment of proper standards of proficiency for each step in the training of the individual or the unit is a vital factor in training management.

25. **Training supervision.**—a. Training without a constructive system of supervision is not productive of the best results. Such supervision is a function of command and should be carried out, when practicable, by the unit commander in person. It may consist of daily supervision, training inspections, or tactical inspections.



b. Daily supervision is informal and should not interrupt the continuity of training. Interference with a subordinate while he is engaged in the training of his unit should be avoided.

c. The regulations governing training and tactical inspections are given in AR 265-10.

d. Training guides to show text references, standards prescribed, and methods of testing proficiency in various subjects; training charts to show progress of various individuals or units in meeting prescribed standards; inspection calendars to show dates on which various units will be inspected for proficiency in different subjects are all of assistance in the supervision of training.

## SECTION VI

### REGULAR ARMY TRAINING

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26. Training mission.—The training mission of the Regular Army is—

a. To maintain every Regular Army unit in condition to function effectively at existing strength in its assigned rôle, under war conditions, without further training, as well as to be able to expand quickly to an efficient war strength unit even though a considerable part of its most valuable personnel is detached.

b. To provide a corps of efficient instructors for peace time training requirements of the National Guard, Organized Reserves, Reserve Officers' Training Corps, and Citizens' Military Training Camps.

c. To provide as many trained officers, noncommissioned officers, and specialists as possible for use in reconstituting inactive units, or otherwise assisting in carrying out a complete and immediate mobilization in an emergency.

d. To develop the art and science of war, with a view to modifying the tactics and technique of the various arms and branches as may be necessary in order to keep abreast of the latest developments in science and invention.

27. Administration and training.—Routine administrative duties throughout the Regular Army must be simplified and reduced so as to be handled with the minimum personnel. All commanders will adjust the performance of administrative duties within their control so as to insure the effective training of their commands.

28. Training civilian components.—In all contacts with the civilian components of the Army and with civilians in general, the Regular Army will set a proper example by maintaining the highest standards of drill, bearing, dress, conduct, and military efficiency.

29. Recruit training.—a. Recruits will be given intensive basic military training immediately after entry into the service.

b. Recruit training will include proficiency in—

(1) Knowledge of the Articles of War pertaining to enlisted men.

(2) Knowledge of Army Regulations pertaining to enlisted men.

(3) Knowledge of local orders pertaining to enlisted men.

(4) Military courtesy and customs of the service.



- (5) Knowledge of uniform regulations pertaining to enlisted men.
- (6) Physical training.
- (7) Personal hygiene and sanitation.
- (8) Care of quarters.
- (9) Care and use of personal equipment.
- (10) Instruction of the soldier, dismounted, without arms.
- (11) Instruction of the soldier, dismounted, with authorized arms.
- (12) Close order drill to include the squad.
- (13) Interior guard duty.
- (14) Elementary technique of his arm or branch.

30. Officer training.—a. The training of officers is continuous throughout their service.

b. Their theoretical instruction is accomplished by means of troop schools (see AR 350-2600), the various schools of the military educational system (see AR 350-5), and by individual application and study. It is the duty of every officer to apply himself to the study of his profession so as to increase his knowledge and proficiency in the duties which he may be called upon to perform. It is the duty of every commander to encourage and assist his subordinates in thus increasing their professional knowledge and attainments by every means at his disposal.

c. The practical training of officers is accomplished by actual experience in command or staff duties appropriate to their grades.

31. Post schools.—a. Post schools are established by local commanders, under corps area or department supervision, at all permanent posts or stations where troops of the Regular Army are undergoing training. They provide instruction in common-school and vocational subjects for enlisted men of the Regular Army. One of the primary functions of these schools is to provide basic training for enlisted specialists of the Regular Army. (See AR 350-2505.)

b. Post commanders will fix the period of the year during which the post schools will be closed. Such period will not exceed five months and will include the period designated by corps area or department commanders for combined field training.

## SECTION VII

### TRAINING OTHER THAN REGULAR ARMY

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32. National Guard training.—a. The training mission of the National Guard is—

(1) To maintain every National Guard unit in condition to function effectively, at existing strength and without further training, when employed in minor emergencies by the State or Federal authorities.

(2) To provide a sufficiently trained force, capable of rapid expansion to war strength, which with the minimum delay can be employed in time of war as an effective component of the Army of the United States.

b. For other regulations governing National Guard training see NGR 45.



**33. Reserve training.—a. The training mission of the reserves is—**

(1) To maintain in every unit of the Organized Reserves an efficient cadre of officers, noncommissioned officers, and enlisted specialists, which is individually and collectively competent to perform the duties required in mobilizing and training the unit at war strength.

(2) To give Reserve officers not assigned to units of the Organized Reserves such individual training as is necessary to insure their functioning effectively in their wartime assignment.

(3) To give Reserve officers assigned to units of the Regular Army or National Guard unit training with the organizations to which they are assigned.

**b.** For other regulations governing Reserve training see Section VIII, AR 135-10, and Section V, AR 140-5.

**34. Reserve Officers' Training Corps.—a. The training mission of the Reserve Officers' Training Corps is to provide systematic military training at civil educational institutions for the purpose of—**

(1) Qualifying certain students for appointment as second lieutenants in the Officers' Reserve Corps.

(2) Developing initiative, leadership, discipline, and high physical, mental, and moral standards in the individual.

(3) Providing for national defense purposes a potential reserve of partially trained civilians.

**b.** For other regulations governing the training of the Reserve Officers' Training Corps see AR 145-10 and 145-30 and courses of instruction issued by the War Department.

**35. Citizens' Military Training Camps.—a. The training mission of the Citizens' Military Training Camps is to provide a means whereby all types of young men who are not eligible for the Reserve Officers' Training Corps may be given—**

(1) Basic military training and instruction in the privileges, duties, and responsibilities of American citizenship to qualify them for more effective service as American citizens in time of peace or during a national emergency.

(2) More advanced military training and instruction to qualify certain selected men as noncommissioned officers or technical specialists in the Enlisted Reserve Corps or as second lieutenants in the Officers' Reserve Corps.

**b.** For other regulations governing the training in Citizens' Military Training Camps see AR 350-2200 and training programs issued by the War Department.

## SECTION VIII

## MOBILIZATION TRAINING

General principles	Paragraph 36
Mobilization training plans	37

**36. General principles.—a. In time of war training is controlled and conducted by the same agencies and in accordance with the same doctrines, principles, and methods as in time of peace, with the following exceptions:**

(1) The conduct of training is not decentralized to as great an extent. Higher commanders may prescribe subjects, time allotments, and methods, and conduct central schools for the training of specialists if necessary in order to gain speed in training.



(2) The least important subjects are eliminated, and the most essential are given first priority in all training programs.

(3) Training is intensified and the amount of training per day is increased.

(4) The control of all training in the theater of operations is vested in the commander of the field forces.

(5) Such other exceptions as are prescribed in War Department mobilization plans.

b. Information concerning the character of training required, and essential features to be stressed will be announced by the War Department. After operations have commenced, such announcements will be based on recommendations received from the commander of the field forces.

c. The training mission of commanders in the zone of the interior is to turn over to the theater of operations, when needed, troops trained to the prescribed standards.

37. Mobilization training plans.—a. As the amount and character of training required by any unit upon mobilization depend upon the time available, the probable theater of operations, the character and armament of the enemy, and the character of operations which will be required, no general mobilization training plans can be prepared which will fit all situations.

b. Special mobilization training plans to meet special situations will be prepared when so directed by the War Department.

[A. G. 062.12 (3-10-28).]

BY ORDER OF THE SECRETARY OF WAR:

C. P. SUMMERALL,  
Major General,  
Chief of Staff.

OFFICIAL:

LUTZ WAHL,  
Major General,  
The Adjutant General.

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